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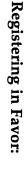
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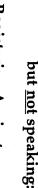
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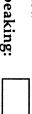
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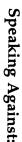
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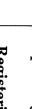
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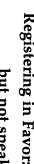
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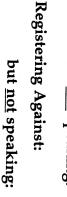
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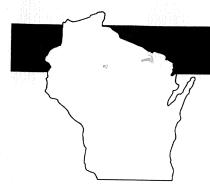
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Madison, WI 53707-7882



WISCONSIN ALLIANCE OF CITIES

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Oak Creek

Oshkosh

Racine

Sheboygan

Stevens Point

Superior

Two Rivers

Watertown

Waukesha

Wausau

Wauwatosa

West Allis

West Bend

Whitewater

Wisconsin Rapids

February 27, 2002

TO: Honorable Members of the Committee on Labor and Agriculture

FROM: Edward J. Huck

RE: SB 448

The Wisconsin Alliance of Cities is opposed to SB 448 because we do not want to see "Issue by Issue" bargaining expanded in the State of Wisconsin. Please review the attachment prepared by the Personal Director for the City of

La Crosse. His arguments are shared by every professional on the management side of this argument in the STATE OF WISCONSIN!



CITY OF LA CROSSE

Human Resources

400 La Crosse Street La Crosse, WI 54601-3396 (608) 789-7595 Fax (608) 789-7598 James W. Geissner DIRECTOR OF HUMAN RESOURCES

Pamela K. Ghouse EMPLOYEE BENEFITS COORDINATOR

Audra M. Tooke HUMAN RESOURCES SPECIALIST

Wendy K. Oestreich HUMAN RESOURCES SPECIALIST

Sarah A. Buglione

Recruitment and Selection

Employee Benefits

Worker's Compensation

Risk Management

· Labor Relations

Training

TO:

Ed Huck

FROM:

Jim Geissner

SUBJECT:

LBO - Issue by Issue vs. Total Package

DATE:

January 14th, 2002

I was not able to find the file from the last time this subject came up, so I'm only prepared to provide an outline of reasons why LBO – Issue by Issue is bad public policy. In no particular order of importance those reasons include:

- 1. Issue by Issue works against collective bargaining and promotes arbitration instead of voluntary agreements.
- 2. Issue by Issue while having a chilling affect on voluntary collective bargaining agreements, allows the parties to take their wish list to an outside arbitrator, thus there is no incentive to resolve any issue by compromise.
- Where used, Issue by Issue has resulted in 40 issue arbitration cases with 20 plus days of hearings. I practiced under Issue by Issue while serving as Milwaukee's City Labor Negotiator in the 1980's. I also have practiced under Total Package for the past 12 years while serving as the Director of Personnel for the City of La Crosse. There is no comparison! Total Package forces the parties, both labor and management to make sure that their Total Package is more reasonable than the other party. There can be no "hold on" or "hold out" issues in Total Package since an unreasonable position on one issue could cost the moving party the whole case.
- 4. The collective bargaining process is enhanced when responsible parties participate. Issue by Issue fly's in the face of responsible labor relations and fails to develop responsible labor and management representatives/leaders.

- 5. Issue by Issue arbitration provides the arbitrators with the ability to carve the baby into two seemingly equal parts, i.e. if there are 12 issues, the arbitrator can award 6 to each side. This act of log rolling is exactly what responsible labor relations professionals do under Total Package and/or in reaching a voluntary agreement. After all, a voluntary collective bargaining agreement "is merely a collection of compromises on a set of complex issues." "It remains an imprecise process and that is precisely why it works." This give and take approach is best performed by the parties instead of an outside arbitrator who does not have to live and work under his award.
- 6. Collective bargaining is a difficult business especially when one side is not interested in reaching a voluntary settlement and/or compromising, he can use Issue by Issue to forestall what otherwise would be a voluntary agreement, i.e. "a collection of compromises." When one side plays hard ball as described above it prompts the other side to do the same. Such bargaining tactics can bring out the worst in people. We should not encourage such behavior. Stay with Total Package.

Table 2
Bargaining and Impasse Resolution Steps for Nonteaching, General Municipal Employees

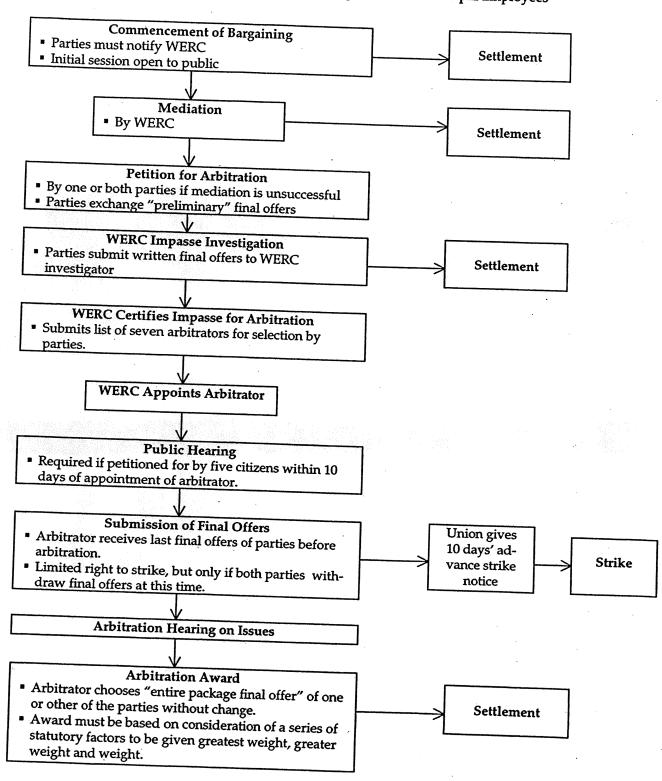


Table 6
Bargaining and Impasse Resolution Steps Police Officers in Large Municipalities and Fire Fighting Personnel

